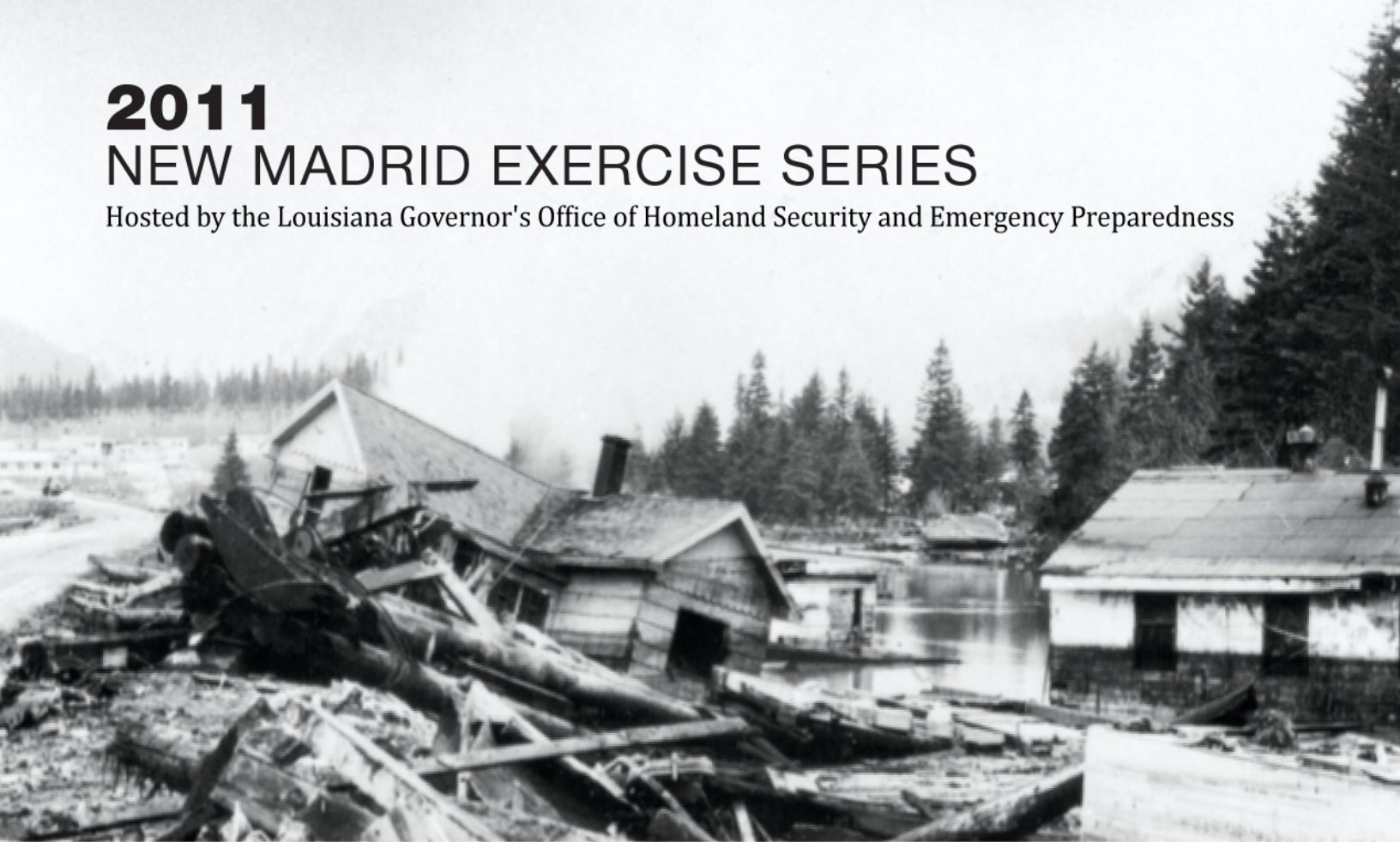


2011

NEW MADRID EXERCISE SERIES

Hosted by the Louisiana Governor's Office of Homeland Security and Emergency Preparedness



After-Action Report/Improvement Plan
September, 2011
For Official Use Only



2011 New Madrid Exercise Series Tabletop Exercise

July 15, 2011

AFTER-ACTION REPORT/ IMPROVEMENT PLAN

September 7, 2011

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TABLE OF CONTENTS

Handling Instructions	iii
Executive Summary	1
General.....	1
Exercise Objectives.....	1
Major Strengths.....	2
Primary Areas for Improvement	2
Section 1: Exercise Overview	3
Exercise Details	3
Scenario Type	3
Exercise Planning Team	4
Contract Exercise Support	4
Participating Organizations.....	4
Exercise Participants.....	5
Section 2: Exercise Design Summary	7
Exercise Purpose and Design.....	7
Exercise Objectives, Capabilities, and Activities	7
Scenario Summary	9
Section 3: Analysis of Capabilities.....	11
Capability: Emergency Operations Center Management	11
Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)	11
Emergency Services Branch	13
Infrastructure Branch	19
Transportation/Evacuation Branch	20
Military Support Branch	21
Human Services Branch.....	24
Section 4: Conclusion.....	27
Appendix A: Improvement Plan Matrix	29
Appendix B: Participant Feedback Summary	39
Appendix C: Exercise Events Summary Table.....	55
Appendix D: Terminology and Acronyms	60

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EXECUTIVE SUMMARY

GENERAL

On Friday, July 15, 2011, the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) sponsored the State of Louisiana 2011 New Madrid Exercise Series Tabletop Exercise (TTX). This exercise was conducted in Baton Rouge, Louisiana, with the participation of Federal, State and local agencies.

The purpose of the State of Louisiana 2011 New Madrid Exercise Series TTX was to identify areas for improvement in existing plans, promote interagency cooperation, assess resource and personnel allocation and capabilities, and improve preparedness for and the capability to respond to a natural disaster. In addition, this exercise examined the command, control, and communication interaction among responding agencies from the local, State, and Federal jurisdictions.

EXERCISE OBJECTIVES

- **Concept of Operations**
 - To ensure the coordination of participating agencies' operational plans.
- **Communication**
 - To discuss and identify the ability to effectively communicate among agencies and jurisdictions in and out of state.
 - To discuss and identify the ability to alert appropriate response agencies and personnel upon notification of a critical incident occurring at or across jurisdictional lines.
 - To ensure the adequacy and effectiveness of information exchange systems and existing protocols among response agencies in support of drafting new protocols and updating information systems.
 - To ensure the development of operational plans.
- **Command and Control**
 - To discuss and identify command, control, and communication among the affected States.
- **Public Information**
 - To assess the overall public information strategy for a New Madrid event at the multiagency level, including:

- Prioritization of information for public dissemination
- Identification of the public information officer (PIO) authority structure.
- Coordination with the assistance of media in response.
- **Resource Management and Allocation**
 - To assess the ability to mobilize and manage resources for the response.
 - To assess the ability to identify, allocate, and use additional resources at Federal, State, and local levels as needed.
 - To assess the ability to manage resources.
 - To assess the ability to coordinate with other agencies and stakeholders.
 - To support executive decision making.

MAJOR STRENGTHS

The major strengths identified during this exercise are as follows:

- Participants appreciated the initiation, cooperation, and collaboration of this type of exercise series.
- Branches, agencies and response teams were knowledgeable in regards to identifying the immediate needs (i.e., response, resources) of the affected States.
- Individual branches, including Federal, State, and local agencies, demonstrated constructive coordination and communication.

PRIMARY AREAS FOR IMPROVEMENT

The primary areas for improvement identified during this exercise are as follows:

- WebEOC and the Emergency Management Assistance Compact can be more effective when operating as one source to get requests to the emergency support functions (ESF).
- The New Madrid Emergency Response Plan should address the loss of communications and electricity, in addition to multiple simultaneous events.
- Practice long-term housing and recovery for next exercise so that shelter management plans and processes can be effectively developed.

SECTION 1: EXERCISE OVERVIEW

EXERCISE DETAILS

Exercise Name

State of Louisiana 2011 New Madrid Exercise Series

Type of Exercise

Tabletop Exercise

Exercise Start Date

July 15, 2011

Exercise End Date

July 15, 2011

Duration

5 hours

Location

Baton Rouge, Louisiana

Sponsor

Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

Mission

- ☐ Prevention
- ☐ Protection
- ☒ Response
- ☐ Recovery

Capabilities

- Emergency Operations Center Management/Multi Agency Coordination
- On Site Incident Command
- Planning
- Communication

SCENARIO TYPE

- Earthquake

EXERCISE PLANNING TEAM

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PARTICIPATING ORGANIZATIONS

Federal:

- U.S. Coast Guard
- American Red Cross
- U. S. Department of Agriculture
- Federal Emergency Management Agency, Region VI

State:

- Arkansas Department of Emergency Management
- Louisiana Governor's Office of Homeland Security and Emergency Preparedness
- Louisiana Emergency Management Assistance Compact
- Louisiana Department of Transportation and Development
- Louisiana Department of Agriculture and Forestry
- Louisiana Department of Environmental Quality
- Louisiana Department of Wildlife and Fisheries
- Louisiana Department of Natural Resources
- Louisiana Office of Coastal Protection and Restoration
- Louisiana Department of Culture, Recreation and Tourism
- Louisiana Department of Health and Hospitals/Office of Public Health
- Louisiana Department of Children and Family Services
- Louisiana Serve Commission
- Louisiana Hospital Association
- Louisiana Housing Finance Agency
- Louisiana Department of Education
- Louisiana Board of Regents
- Louisiana Office of Juvenile Justice
- Louisiana Department of Revenue
- Louisiana Department of Corrections
- Louisiana Alcohol and Tobacco Control
- Louisiana State Police
- Louisiana National Guard
- Louisiana National Incident Management Systems and Advanced Technologies

Local:

- Baton Rouge Catholic Charities

Others:

- CRA, Inc.

EXERCISE PARTICIPANTS

Number of Participants

- Participants: 83
- Observers: 15
- Facilitators: 6

Total: 104

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SECTION 2: EXERCISE DESIGN SUMMARY

EXERCISE PURPOSE AND DESIGN

The Louisiana Governor's Office of Homeland Security and Emergency Preparedness hosted the State of Louisiana 2011 New Madrid Exercise Series Tabletop Exercise (TTX) to allow for the practice of a Homeland Security Strategy formulated and applied to the interest concerning its environment, pursuit, protection, advancement, and desired results for the State. These interests are presented at three levels: 1) vital, 2) important, and 3) peripheral. In this strategic concept, Louisiana expresses that the objectives are to be achieved with planning guidance for those who must execute and supply them. Consequently, this TTX provided representatives from various local, State and Federal agencies and organizations with an open forum to discuss significant matters involved in establishing, maintaining, and transitioning command, control, communication, and coordination functions.

The 5-hour TTX included branch managers, emergency support function (ESF) representatives, State partners, Federal teams, and local entities with the opportunity to identify and discuss strengths and areas for improvement in existing plans, promote interagency cooperation, assess resource and personnel allocation and capabilities, and improve preparedness for and the capability to respond to a natural disaster.

EXERCISE OBJECTIVES, CAPABILITIES, AND ACTIVITIES

Capabilities-based planning provides exercise planning committees with the opportunity to incorporate exercise objectives that will examine and discuss questions and concerns regarding response plans and procedures using a structure of identified tools that were developed from the Target Capabilities List (TCL). The capabilities that will follow established the base for the exercise objectives, which led to a firm, open forum of discussion in each module of this TTX. These capabilities were linked to corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning team decided to incorporate the following capabilities for this exercise, with emphasis on the Emergency Operations Center Management capability and its activities:

Target Capability: Emergency Operations Center Management

Target Capability: Communications

Target Capability: On Site Incident Command

Target Capability: Planning

- **Activities:** Activate EOC/MACC/IOF; Direct EOC/MACC/IOF Tactical Operations; Gather and Provide Information; Identify and Address Issues; Prioritize and Provide

Resources; Provide EOC/MACC/IO/F Connectivity; Support and Coordinate Response; Demobilize EOC/MACC/IOF Management.

Objective: Concept of Operations

- To ensure the coordination of participating agencies' operational plans.

Objective: Communications

- To discuss and identify the ability to effectively communicate among agencies and jurisdictions in and out of state.
- To discuss and identify the ability to alert appropriate response agencies and personnel upon notification of a critical incident occurring at or across jurisdictional lines.
- To ensure the adequacy and effectiveness of information exchange systems and existing protocols among response agencies in support of drafting new protocols and updating information systems.
- To ensure the development of operational plans.

Objective: Command and Control

- To discuss and identify command, control, and communication among the affected States.

Objective: Public Information

- To assess the overall public information strategy for a New Madrid event at the multiagency level, including:
 - Prioritization of information for public dissemination
 - Identification of the public information officer (PIO) authority structure.
 - Coordination with the assistance of media in response.

Objective: Resource Management and Allocation

- To assess the ability to mobilize and manage resources for the response.
- To assess the ability to identify, allocate, and use additional resources at Federal, State, and local levels as needed.
- To assess the ability to manage resources.
- To assess the ability to coordinate with other agencies and stakeholders.

- To support executive decision making.

SCENARIO SUMMARY

The scenario for State of Louisiana 2011 New Madrid Exercise Series TTX was based on an earthquake that impacted states within the New Madrid Fault, also known as New Madrid Seismic Zone during July 2011. This scenario was used because the New Madrid Seismic Zone is still active, continues to move, and holds the highest earthquake risk in North America east of the Rocky Mountains. According to scientists, a New Madrid earthquake measuring higher than 7.5 on the Richter scale would trigger destruction in up to 20 States and cause billions of dollars in damage at population centers.

The role for Louisiana in this scenario was to respond to its needs, and to assist the affected States of Arkansas and Mississippi. The initial event specifically highlighted the devastation of critical infrastructure and the depletion of key resources after the New Madrid Fault earthquake. Module one focused on notification, module two presented the process for resource requests, and module three emphasized deployment standards. For the full exercise scenario summary, refer to Appendix C.

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SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. Also in this section, observations have been organized by capability and related activities. The capabilities associated with the exercise objectives for the State of Louisiana 2011 New Madrid Exercise Series Tabletop Exercise (TTX) are documented below. Each capability is followed by parallel activities, and each activity is tracked by interrelated observations, including references, analysis, and recommendations.

CAPABILITY: EMERGENCY OPERATIONS CENTER MANAGEMENT

Capability Summary: Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes: EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFOs), National Operating Center (NOC), Joint Operations Center (JOC), MACC, IOF, etc.

GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP)

Activity 1: Activate EOC/MACC/IOF

Observation 1.1: *Strength*

Activate, alert, and request response from EOC/MACC/IOF personnel.

References: 1.1 (Res. B1c 4.3)

Analysis: Upon receiving notification of an event, GOHSEP will also receive a situation report (SitRep) describing the initial effects of the disaster. The operations division notifies GOHSEP executives of the incident. Senior leadership discusses and determines the initiation emergency response task force auto-launch and activates the Crisis Action Team (CAT).

Recommendations:

1. Continue to operate within disaster notification and alert guidelines of present policies, procedures, and plans.

Observation 1.2: *Strength/Area for Improvement*

Brief incoming personnel.

References: 1.2 (Res. B1c 4.4)

Analysis: Once CAT is activated, they create initial notification by sending SitReps to Emergency Support Function (ESF) leads. At this point, the incident is projected on WebEOC to begin the tracking process of the disaster, and support services are contacted regarding funding code. Currently, the funding code request is a verbal action.

Recommendations:

1. Maintain effective practice of personnel briefings.
2. Develop a written procedure and/or process for requesting the funding code during a disaster so that all representatives and agencies involved will be aware of the already established practice.

Activity 2: Direct EOC/MACC/IOF Tactical Operations

Observation 2.3: Area for Improvement

Ensure safety and security measures are included in EOC/MACC/IOF management activities.

References: 2.3 (n/a)

Analysis: During a state of emergency funding support is considered in relation to ensuring that the GOHSEP EOC is properly staffed (i.e. manning CAT, setting twelve 24-hour shifts, determining ongoing radio and communications needs, number of personnel for the weekend, representatives for each ESF that is needed, supplying food and beverages).

Recommendations:

1. Continue implementing management practices that guarantee the development of personnel accountability.

Observation 2.4: Area for Improvement

Coordinate management of EOC/MACC/IOF with other ICS operations.

References: 2.4 (Res. B1c 3.3.1)

Analysis: Further into the event, specific SitReps are being prepared for identified report recipients and senior leadership, and discussions are taking place regarding the need to activate the Governor's Unified Command Team (UCT). Discussions are also taking place about the impacts to Louisiana, with the determination of addressing immediate needs. GOHSEP Regional Coordinators are working to locate operations and planning personnel to support operations in Mississippi and Arkansas. Presently there is not a written policy that identifies this type of support and response to other States and localities.

Recommendations:

1. Consider developing a plan that identifies emergency response teams specifically designed to respond and assist States and/or jurisdictions impacted by a disaster.

Observation 2.5: Area for Improvement

Arrange for shelter, housing, and feeding for responders and personnel supporting the operation per the emergency plan, as applicable.

References: 2.5 (Res. B1c 3.5.3.1)

Analysis: As mentioned in observation 2.3, a State of Emergency will require funding support and/or additional funds in regards to guaranteeing that all GOHSEP EOC staff and first responders are provided for as it relates to: staffing CAT; establishing and maintaining twelve 24-hour shifts; resolving continuous communication links and requirements; maintaining alert personnel for the entire weekend and/or as long as needed; all ESF representation to meet the needs of the event; and providing food and beverages for all responding to the event.

Recommendations:

1. Coordinate with the development of establishing a written policy requesting the funding needed to meet EOC staffing needs.

Activity 4: Identify and Address Issues

Observation 4.1: Strength/Area for Improvement

Identify and elevate needs/issues up the chain of command as needed, while tracking status.

References: 4.1 (Res. B1c 6.1.5)

Analysis: In addition to the standard reporting and tracking of WebEOC, consolidating financial information via WebEOC finance boards will create the opportunity to provide Governor Jindal and his leadership team with cost tracking. Also, WebEOC shelter boards and evacuee shelter tracking guarantees the opportunity to operate proactively, while keeping all agencies and representatives involved updated.

Recommendations:

1. Maintain work to support the incorporation and execution of such a tool, including the continuing operation of current practices and plans.

EMERGENCY SERVICES BRANCH

Activity 1: Activate EOC/MACC/IOF

Observation 1.1: Strength

Activate, alert, and request response from EOC/MACC/IOF personnel.

References: 1.1 (Res. B1c 4.3)

Analysis: The U.S. Coast Guard has policies in place to recall the necessary personnel as needed to operate within the EOC. The remaining agencies in the Emergency Services Branch have a call-down list to recall essential personnel as needed (i.e. DEQ, OJJ, DOC,

LDWF, LSP, and DHS). GOHSEP is responsible for contacting the necessary branches required to staff the EOC. As a result, when any agency is contacted, it becomes their responsibility to make contact with their personnel to work in the EOC.

Recommendations:

1. Continue positive working relationships and routine trainings and exercises.
2. Maintain present policies, procedures, and plans.

Observation 1.2: Strength

Brief incoming personnel.

References: 1.2 (Res. B1c 4.4)

Analysis: GOHSEP has its EOC sectioned by branches, and multiple ESF representatives work within each branch. Particular agencies may have multiple personnel within the EOC working at different branches upon a full activation. Such a set up allows each agency to provide subject matter expertise at various branches simultaneously.

Recommendations:

1. Continue over and/or constant information sharing, while retaining productive practice and standard trainings.

Activity 2: Direct EOC/MACC/IOF Tactical Operations**Observation 2.1: Strength/Area for Improvement**

Establish organization/operation of EOC/MACC/IOF.

References: 2.1 (Res. B1c 3.1)

Analysis: In the event of EOC activation, GOHSEP opens selected branches, divisions and groups as appropriate. The Emergency Services Branch staffs their section with the understanding that this may be a long term event and additional personnel will be needed for extended operational periods. Each agency had the concern of multiple events occurring simultaneously and not enough staff to respond to the needs in the EOC, including providing local support during the event.

Recommendations:

1. Continue discussion regarding ConOps, including an annex that addresses the response to an earthquake.
2. Present and discuss the drafted annex with GOHSEP senior leadership and/or decision-makers.

Activity 3: Gather and Provide Information

Observation 3.1: *Area for Improvement*

Verify that all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly, have established communication links with the EOC/MACC/IOF.

References: 3.1 (Res. B1c 5.1.1)

Analysis: Agencies within the Emergency Services Branch have their own communications process but do refer to the State Communication Team to provide communication links with their responders. In this exercise scenario, there is no electricity or communications capability in Louisiana, Mississippi, or Arkansas, which presents a challenge in connecting responders with their home EOC and the affected States' EOC. Presently, there are no policies to assess this particular communications matter among local, State, and Federal resources.

Recommendations:

1. Develop a policy in conjunction with ESF-2 that addresses maintaining communication links among all responding agencies in the event of a complete loss of power.
2. Practice the developed policy to assess if all communication capabilities have been considered among Federal, State, and local agencies and/or organizations.

Observation 3.2: *Strength*

Ensure appropriate notifications are made.

References: 3.2 (Res. B1c 5.1)

Analysis: Prior to any agency being deployed, authorization is given by senior leadership. There may not be a written policy for select agencies regarding this reference, but there is an identified practice in place. GOHSEP has an established policy for proper notifications and such standards are implemented during a disaster.

Recommendations:

1. Maintain productive and consistent practice of appropriate notification during an event, including advising agencies that have an established practice to place their method of notification in written format.

Observation 3.3: *Strength/Area for Improvement*

Coordinate emergency management efforts among local, county/parish, regional, State, and Federal EOC/MACC/IOF.

References: 3.3 (Res. B1c 5.2.2)

Analysis: Agencies coordinate appropriate EOC/MACC request among agencies and/or jurisdictions. If resources are available within the respective agencies and/or jurisdictions, request outsourcing is considered and/or implemented. Currently, there is no policy in place for this process.

Recommendations:

1. Continue implementing this method of coordination.
2. Consider coordinating with other agencies to guarantee a plan that will be appropriate for this type of occurrence.

Observation 3.6: Strength

Collect, analyze, and disseminate information and intelligence.

References: 3.6 (Res. B1c 5.2.)

Analysis: The use of WebEOC is for situation awareness. Presently, Region VI States are discussing the development of a regional WebEOC. A tool of this magnitude will connect and/or guarantee that all EOC and/or branches are aware of resources and availability, including the maintenance of situational awareness. At this time, such information and tracking is being provided through written incident action plans (IAPs) and SitReps.

The Emergency Management and Assistance Compact (EMAC) mission order requests identify using type and category. The ESF representative reviews each order and researches resource availability. Information regarding the number of personnel and equipment is submitted to the EMAC team via use of WebEOC.

Recommendations:

1. Continue to use this method of gathering, analyzing, and sharing of required information regarding resource requests.

Activity 4: Identify and Address Issues

Observation 4.1: Strength

Identify and elevate needs/issues up the chain of command as needed, while tracking status.

References: 4.1 (Res. B1c 6.1.5)

Analysis: The WebEOC provides tracking of resources. However, the EMAC team is responsible for tracking the resources from as early as pre-event to demobilization. There is a policy being written to maintain better tracking of personnel and equipment.

Recommendations:

1. Continue to develop policy that will enhance the tracking system for all agencies involved in identifying and addressing issues.

Activity 5: Prioritize and Provide Resources

Observation 5.1: *Strength*

Facilitate resolution to legal, policy, political, social, and economic sensitivities of the affected jurisdiction as they impact response and recovery operations.

References: 5.1 (Res. B1c 7.3.1)

Analysis: The requesting State will provide the legal, policy, economic sensitivities of the affected jurisdiction or jurisdictions. This information is provided to the agency supporting the mission and will facilitate concerns with the responders.

Recommendations:

1. Maintain positive communication and productive method of setting priority and provision of resources.

Activity 6: Provide EOC/MACC/IOF Connectivity

Observation 6.1: *Strength*

Implement response communications interoperability plans and protocols.

References: 6.1 (ComC 4.2.)

Analysis: During adverse conditions and events, communication coordination will be handled through the GOHSEP communication team. The Emergency Services Branch implements established GOHSEP guidelines per disaster needs and requirements.

Recommendations:

1. Maintain plan and routine trainings to ensure proper implementation of policies, plans, procedures and/or practices.

Observation 6.13: *Strength*

Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notations.

References: 6.13 (ComC 4.2.3)

Analysis: Responders will provide required reports and documentation by completing and submitting required forms, reports in accordance to their agency plans, including coordinating with GOHSEP policies.

Recommendations:

1. Continue practice and conduct training of equipment to maintain familiarization of all agencies that will be responding to a disaster.
2. Maintain method to refresh all agencies of established policies to guarantee effective response during difficult conditions.

Activity 7: Support and Coordinate Response

Observation 7.1: *Strength*

Provide direction, information, and/or support as appropriate to IC/UC, and /or EOC/MACC/IOF/JFO/ICP.

References: 7.1 (Res.B1c 8.1.1)

Analysis: Direction and support is provided to the IC/UC through the ESF-5 of the EOC. SitReps are reviewed with each of the branches and status of resources are updated via Web EOC.

Recommendations:

1. Maintain present process for support and response, including continuing to conduct routine trainings.

Activity 8: Demobilize EOC/MACC/IOF Management

Observation 8.1: *Strength*

Facilitate demobilization plans and procedures for preparation of after-action reports (AARs).

References: 8.1 (Res.B1c 9.3)

Analysis: Individual agencies demobilize based on their local, State, or Federal guidelines.

Recommendations:

1. Maintain conduct of present plans and procedures for demobilization.

Observation 8.3: *Strength*

Rehabilitate and re-supply EOC/MACC/IOF entity/resources to return to state of readiness.

References: 8.3 (Res.B1c 9.4)

Analysis: Personnel operating under department policy will be provided the necessary rest prior to traveling, including conducting inventory and inspection of all equipment. Equipment will be in the same condition as it was when it deployed (unless otherwise specified in the mission order) and returned to state of readiness.

Recommendations:

1. Continue to operate within guidelines and procedures to rehabilitate and re-supply during the demobilization process.

INFRASTRUCTURE BRANCH

Activity 1: Activate EOC/MACC/IOF

Observation 1.1: *Strength*

Activate, alert, and request response from EOC/MACC/IOF personnel.

References: 1.1 (Res. B1c 4.3)

Analysis: GOHSEP policies are in place to notify initial representatives in the event of a disaster. As each agency representative responds to the notification, it will be determined what each organization can provide to assist the States impacted. The agencies will then reach back to their respective contacts to prepare for and/or meet the immediate needs and requests. Such agencies are: DNR; Board of Regents; DOTD; ESF-2; ESF-3; and the Louisiana Department of Agriculture and Forestry.

Recommendations:

1. Maintain present policies, procedures, and plans to continue effective working relationships.

Observation 1.2: *Strength*

Brief incoming personnel.

References: 1.2 (Res. B1c 4.4)

Analysis: GOHSEP has its EOC identified by branches. Multiple ESF representatives work within each branch. This structure allows for productive response and coordination among all agencies.

Recommendations:

1. Continue over and/or constant information sharing.
2. Retain productive practice and standard trainings.

Activity 2: Direct EOC/MACC/IOF Tactical Operations

Observation 2.1: *Strength*

Establish organization/operation of EOC/MACC/IOF.

References: 2.1 (Res. B1c 3.1)

Analysis: Branch representatives report to the EOC with the understanding of coordinating their respective organizational operations per the need and request that are provided to them.

Recommendations:

1. Continue corresponding as necessary to guarantee productive coordination.

Activity 3: Gather and Provide Information

Observation 3.1: *Strength/Area for Improvement*

Verify that all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly, have established communication links with the EOC/MACC/IOF.

References: 3.1 (Res. B1c 5.1.1)

Analysis: The ESF-2 maintains effective communications process to ensure all agencies, responders, and EOC representatives are able to communicate (i.e. on correct channels, links are clear). With the consideration of a complete power outage, communications becomes a challenge for all parties involved in maintaining and delivering status reports on and off site in Louisiana, Mississippi and/or Arkansas.

Recommendations:

1. Participate in the development of a plan or policy that meets the needs of continuous communication connection among all agencies.

TRANSPORTATION/EVACUATION BRANCH

Activity 1: Activate EOC/MACC/IOF

Observation 1.1: *Strength*

Activate, alert, and request response from EOC/MACC/IOF personnel.

References: 1.1 (Res. B1c 4.3)

Analysis: The notification would reach all that should receive the initial alert during an event. Due to the season of the event (i.e. no school), the immediate discussion and determination would be to utilize available school buses within the district to meet immediate transportation needs.

Recommendations:

1. Continue positive working relationships and proper practice of plans.

Observation 1.2: *Strength*

Brief incoming personnel.

References: 1.2 (Res. B1c 4.4)

Analysis: The GOHSEP EOC is designed by branches, with the incorporation of various ESF personnel assigned to their respective subject of expertise. This organization provides the opportunity for each agency to interact and coordinate immediately to address all needs during a disaster.

Recommendations:

1. Maintain information sharing and/or dissemination processes, while continuing the implementation of standard drills and trainings.

Activity 3: Gather and Provide Information

Observation 3.4: Strength

Coordinate with non-governmental agencies and/or private sector to collect/share data on incident situation.

References: 3.4 (Res. B1c 5.2.3)

Analysis: Discussions regarding the process in which how requests are managed within this Branch consisted of the use of liaisons. This Branch focuses on the assets that they transport, not resources.

Recommendations:

1. Continue to operate within the procedural standards of current plans and policies, including maintaining consistent coordination with other agencies, organizations, and subject-matter experts.

MILITARY SUPPORT BRANCH

Activity 1: Activate EOC/MACC/IOF

Observation 1.1: Strength

Activate, alert, and request response from EOC/MACC/IOF personnel.

References: 1.1 (Res. B1c 4.3)

Analysis: Immediately after notification of an event (i.e. earthquake), the Louisiana National Guard begins its alert phase by determining available personnel and resources, and by validating pre-scripted missions. In this moment the LANG only has pre-scripted missions with Arkansas in the event of an earthquake. It is pre-determined that the LANG can assist capabilities such as signal, transportation, aviation, engineering, medical, security and logistics.

Recommendations:

1. Maintain the operation of present policies, procedures, and plans.
2. Continue positive working relationships, while managing scheduled trainings and drills.

Observation 1.2: Strength

Brief incoming personnel.

References: 1.2 (Res. B1c 4.4)

Analysis: The GOHSEP EOC is a division of branches. Each ESF representative responds to its assigned area. This form of organization presents each agency with the chance to communicate and coordinate response procedures and practices as needed and required in an effective manner.

Recommendations:

1. Retain procedures and practices of continuous and constant communication and information sharing.
2. Maintain the practice of routine trainings.

Activity 2: Direct EOC/MACC/IOF Tactical Operations

Observation 2.1: Strength

Establish organization/operation of EOC/MACC/IOF.

References: 2.1 (Res. B1c 3.1)

Analysis: Presently, the Louisiana National Guard (LANG) only has pre-scripted missions with Arkansas in the event of an earthquake. It is pre-determined that the LANG can assist with identified capabilities.

Recommendations:

1. Continue present operating procedures in regards to determining how agency can respond with assistance.

Activity 4: Identify and Address Issues

Observation 4.1: Strength

Identify and elevate needs/issues up the chain of command as needed, while tracking status.

References: 4.1 (Res. B1c 6.1.5)

Analysis: Pre- and/or initial event, LANG predicts and plans for possible missions. The resources and equipment are checked for mission capable readiness. Before any resources are determined for mission use and deployment, projected cost estimates are calculated.

Recommendations:

1. Maintain operation of current plans, policies and procedures, including conducting routine trainings.

Activity 5: Prioritize and Provide Resources

Observation 5.1: Strength

Facilitate resolution to legal, policy, political, social, and economic sensitivities of the affected jurisdiction as they impact response and recovery operations.

References: 5.1 (Res. B1c 7.3.1)

Analysis: When LANG receives requests from EMAC, the coordination with the State to assess the needs of the affected States has already taken place or will be in progress. As LANG receives requests, they are reviewed. The requests are then responded to after the determination of what LANG can provide.

Recommendations:

1. Continue positive working relationships, including consistent and effective practice of State and agency coordination.

Activity 7: Support and Coordinate Response

Observation 7.2: Strength

Support incident response operations by providing resources ordered by the Incident Management Team (IMT) through the EOC/MACC/IOF/JFO/ICP.

References: 7.2 (Res. B1c 8.3.2)

Analysis: In the LANG and Arkansas pre-scripted mission, all resources, equipment and costs have been determined and agreed upon.

Recommendations:

1. Retain present operational procedures.

Observation 7.3: Strength

Coordinate resource logistics and distribution.

References: 7.3 (Res. B1c 8.3)

Analysis: To effectively respond to a disaster or requests, LANG establishes cost estimates for all personnel and equipment, begins collection and assembly of assets, and mobilizes soldiers and equipment to armories. All expenses are submitted to the Louisiana Supply System for auditing, including requests being sent to GOHSEP for reimbursement.

LANG also request and receives convoy clearances, which designates the route and affirmation from the requesting State. LANG ensures that all vehicles are at operational readiness. As chain of command is established, all personnel and equipment is transported to the reception staging onward integration site.

Recommendations:

1. Maintain the operation of present policies, procedures, and plans of resource logistics, coordination and distribution.

Activity 8: Demobilize EOC/MACC/IOF Management

Observation 8.1: *Strength*

Facilitate demobilization plans and procedures for preparation of after-action reports (AARs).

References: 8.1 (Res. B1c 9.3)

Analysis: All LANG personnel and equipment are sent to the reverse reception staging onward integration site. This site allows for equipment to be accounted for, including soldiers receiving a preliminary health assessment.

Recommendations:

1. Continue the use of effective demobilization procedures.

HUMAN SERVICES BRANCH

Activity 1: Activate EOC/MACC/IOF

Observation 1.1: *Strength*

Activate, alert, and request response from EOC/MACC/IOF personnel.

References: 1.1 (Res. B1c 4.3)

Analysis: The Human Services Branch consists of representatives from Department of Health and Hospitals (DHH), American Red Cross, Catholic Charities, Nursing Association, Department of Social Services (DSS), and LSU Health. Although the EOC full activation would not happen at the initial notification, the Branch Manager would receive an alert and would begin contacting and maintaining communication with the agency representatives.

Recommendations:

1. Continue positive working relationships, while maintaining current policies and practices.

Observation 1.2: *Strength*

Brief incoming personnel.

References: 1.2 (Res. B1c 4.4)

Analysis: GOHSEP has its EOC sectioned by branches. Various ESF representatives are identified to work within their assigned branch. Each agency has representation, which ensures effective communication, information sharing, coordination and response during a major event.

Recommendations:

1. Continue over and/or constant information sharing, in addition to maintaining

productive practice and standard trainings.

Activity 2: Direct EOC/MACC/IOF Tactical Operations

Observation 2.1: *Strength*

Establish organization/operation of EOC/MACC/IOF.

References: 2.1 (Res. B1c 3.1)

Analysis: Once all agency representatives have reported to the EOC, the Branch Manager conducts status reports. As reports are given to the Branch, the representative is also providing how they can provide assistance in meeting the immediate needs in or out of State.

Recommendations:

1. Retain effective implementation of plans and procedures to respond and assist during a disaster.
2. Maintain positive and productive coordination internally and externally to meet operational goals and objectives.

Activity 3: Gather and Provide Information

Observation 3.4: *Strength*

Coordinate with non-governmental agencies and/or private sector to collect/share data on incident situation.

References: 3.4 (Res. B1c 5.2.3)

Analysis: Immediate consideration regarding FEMA and Critical Transportation Needs (CTN) Shelters take place, especially in regards to contacting the parish chapters of the American Red Cross to assess their capabilities. In addition, consideration will be given relating to the shelter and/or fill capacity of local colleges, universities, convention centers, and military camps within the State. During these processes, it is standard practice to discuss, determine and gather information to prepare for next steps of response and assistance for Louisiana, Mississippi, and/or Arkansas.

Recommendations:

1. Continue to work proactively as a team, while guaranteeing proper execution of respective agency and/or organization plans, policies, and procedures.

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SECTION 4: CONCLUSION

The State of Louisiana New Madrid Exercise Series Tabletop Exercise (TTX) was a commendable accomplishment for the participating agencies and organizations. The exercise development process required a high level of commitment from the Louisiana Governor's Office of Homeland Security and Emergency Preparedness and the exercise planning committee. The exercise participants productively discussed and determined issues regarding the exercise scenario, which was based on an earthquake that impacted states within the New Madrid Fault. Each Branch displayed teamwork and innovative resolution to challenging issues. As they worked to address matters presented in each module, it was evident that a positive and productive working relationship was already established.

Each of the participants possessed valuable and experiential knowledge of various public and private resources. The resources that were identified were often known only to specific participants based upon their personal area of expertise and/or local knowledge. The relationships among local, State, and Federal emergency responders is one that is well established through real-world response to all-hazards events. The EOC Branch Managers presented effective leadership within their respective areas. The ambiance was one of a family oriented drive to accomplish one common goal. Observing such leadership and work ethic in action, it is apparent that such strength is the result of solid relationships and a belief to ensure safety within the community.

The State of Louisiana 2011 New Madrid Exercise Series TTX has initiated a recognizable importance in regards to the response and action of local, State, and Federal entities that will be heavily impacted by an event such as the New Madrid Seismic Fault Earthquake. The goal of the exercise planning committee was to ensure that exercise objectives met the concerns and questions that were generated during exercise planning meetings. Per the exercise objectives, all exercise objectives were met and recommendations from exercise observations were made for each agency participating within its designated EOC Branch. As a result, ample time should be allowed to ensure that each agency and/or branch have the opportunity to execute the recommendations, including establishing such practices and protocols to improve local, State, and Federal developments.

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APPENDIX A: IMPROVEMENT PLAN MATRIX

This improvement plan has been developed specifically for the Louisiana Governor's Office of Homeland Security and Emergency Preparedness as a result of the 2011 New Madrid Exercise Series Tabletop Exercise. These recommendations draw on both the after-action report and after-action conference. To guarantee effective development and completion of this matrix, it will be discussed, determined and finalized at the after-action conference.

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
EMERGENCY OPERATIONS CENTER MANAGEMENT —GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP)	1.1 Activate EOC/MACC/IOF personnel.	1. Continue to operate within disaster notification and alert guidelines of present policies, procedures, and plans.	1. Not applicable.	Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)	1. Ongoing practice.
	1.2 Brief incoming personnel.	1. Maintain effective practice of personnel briefings. 2. Develop a written procedure and/or process for requesting the funding code during a disaster so that all representatives and agencies involved will be aware of the already established practice.	1. No corrective action required. 2. Corrective action in progress.		1. Ongoing practice. 2. To be completed on or before July 2012.

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**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
	2.3 Ensure safety and security measures are included in EOC/MACC/IOF management activities.	1. Continue implementing management practices that guarantee the development of personnel accountability	1. No corrective action required.		1. Ongoing practice.
	2.4 Coordinate management of EOC/MACC/IOF with other ICS operations.	1. Consider developing a plan that identifies emergency response teams specifically designed to respond and assist States and/or jurisdictions impacted by a disaster.	1. Corrective action in progress.		1. To be completed on or before July 2012.
	2.5 Arrange for shelter, housing, and feeding for responders and personnel supporting the operation per the emergency plan, as applicable.	1. Coordinate with the development of establishing a written policy requesting the funding needed to meet EOC staffing needs.	1. Corrective action in progress.		1. To be completed on or before July 2012.
	4.1 Identify and elevate needs/issues up the chain of command as needed, while tracking status.	1. Maintain work to support the incorporation and execution of such a tool, including the continuing operation of current practices and plans.	1. Corrective action in progress.		1. To be completed on or before July 2012.
EMERGENCY OPERATIONS CENTER MANAGEMENT —EMERGENCY SERVICES BRANCH	1.1 Activate, alert, and request response from EOC/MACC/IOF personnel.	1. Continue positive working relationships and routine trainings and exercises. 2. Maintain present policies, procedures, and plans.	1. No corrective action needed. 2. No corrective action needed.	Emergency Services Branch	1. Ongoing practice. 2. Ongoing practice.
	1.2 Brief incoming personnel.	1. Continue over and/or constant information sharing, while retaining productive practice and standard trainings.	1. No corrective action needed.		1. Ongoing practice.

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Homeland Security Exercise and Evaluation Program (HSEEP)

**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
	2.1 Establish organization/operation of EOC/MACC/IOF.	<p>1. Continue discussion about ConOps including annex to respond to such an occurrence.</p> <p>2. Present and discuss the drafted annex with GOHSEP senior leadership and/or decision-makers.</p>	<p>1. Corrective action in progress.</p> <p>2. Corrective action in progress.</p>		<p>1. To be completed on or before July 2012.</p> <p>2. To be completed on or before July 2012.</p>
	3.1 Verify that all participating public safety-related communication centers, serving the EOC/MACC/IOF directly or indirectly, have established communication links with the EOC/MACC/IOF.	<p>1. Develop a policy in conjunction with ESF-2 that addresses maintaining communication links among all responding agencies in the event of a complete loss of power.</p> <p>2. Practice the developed policy to assess if all communications capabilities have been considered among Federal, State, and local agencies and/or organizations.</p>	<p>1. Corrective action in progress.</p> <p>2. Corrective action in progress.</p>		<p>1. To be completed on or before July 2012.</p> <p>2. To be completed on or before July 2012.</p>
	3.2 Ensure appropriate notifications are made.	<p>1. Maintain productive and consistent practice of appropriate notification during an event, including advising agencies that have an established practice to place their method of notification in written format.</p>	<p>1. No corrective action needed.</p>		<p>1. Ongoing practice.</p>

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Homeland Security Exercise and Evaluation Program (HSEEP)

**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

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	3.3 Coordinate emergency management efforts among local, county/parish, regional, State, and Federal EOC/MACC/IOF.	1. Continue implementing this method of coordination. 2. Consider coordinating with other agencies to guarantee a plan that will be appropriate for this type of occurrence.	1. No corrective action needed. 2. Corrective action in progress.		1. Ongoing practice. 2. To be completed on or before July 2012.
	3.6 Collect, analyze, and disseminate information and intelligence.	1. Continue to use this method of gathering, analyzing, and sharing of required information regarding resource requests.	1. No corrective action needed.		1. Ongoing practice.
	4.1 Identify and elevate needs/issues up the chain of command as needed, while tracking status.	1. Continue to develop policy that will enhance the tracking system for all agencies involved in identifying and addressing issues.	1. No corrective action needed.		1. Ongoing practice.
	5.1 Facilitate resolution to legal, policy, political, social, and economic sensitivities of the affected jurisdiction as they impact response and recovery operations.	1. Maintain positive communication and productive method of setting priority and provision of resources.	1. No corrective action needed.		1. Ongoing practice.

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Homeland Security Exercise and Evaluation Program (HSEEP)

**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
	6.1 Implement response communications interoperability plans and protocols.	1. Maintain plan and routine trainings to ensure proper implementation of policies, plans, procedures and/or practices.	1. No corrective action needed.		1. Ongoing practice.
	6.13 Report and document the incident by completing and submitting required forms, reports, documentation, and follow up notations.	1. Continue practice and conduct training of equipment to maintain familiarization of all agencies that will be responding to a disaster. 2. Maintain method to refresh all agencies of established policies to guarantee effective response during difficult conditions.	1. No corrective action needed. 2. No corrective action needed.		1. Ongoing practice. 2. Ongoing practice.
	7.1 Provide direction, information, and/or support as appropriate to IC/UC, and/or EOC/MACC/IOF/JFO/ICP.	1. Maintain present process for support and response, including continuing to conduct routine trainings.	No corrective action needed.		1. Ongoing practice.
	8.1 Facilitate demobilization plans and procedures for preparation of after-action reports (AARs).	1. Maintain conduct of present plans and procedures for demobilization.	1. No corrective action needed.		1. Ongoing practice.

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Homeland Security Exercise and Evaluation Program (HSEEP)

**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
	8.3 Rehabilitate and re-supply EOC/MACC/IOF entity/resources to return to state of readiness.	1. Continue to operate within guidelines and procedures to rehabilitate and re-supply during the demobilization process.	1. No corrective action needed.		1. Ongoing practice.
EMERGENCY OPERATIONS CENTER MANAGEMENT —INFRASTRUCTURE BRANCH	1.1 Activate, alert, and request response from EOC/MACC/IOF personnel.	1. Maintain present policies, procedures, and plans to continue effective working relationships.	1. No corrective action needed.	Infrastructure Branch	1. Ongoing practice.
	1.2 Brief incoming personnel.	1. Continue over and/or constant information sharing. 2. Retain productive practice and standard trainings.	1. No corrective action needed. 2. No corrective action needed.		1. Ongoing practice. 2. Ongoing practice.
	2.1 Establish organization/operation of EOC/MACC/IOF.	1. Continue corresponding as necessary to guarantee productive coordination.	1. No corrective action needed.		1. Ongoing practice.
	3.1 Verify that all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly, have established communication links with the EOC/MACC/IOF.	1. Participate in the development of a plan or policy that meets the needs of continuous communication connection among all agencies.	1. Corrective action in progress.		1. To be completed on or before July 2012.

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**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
EMERGENCY OPERATIONS CENTER MANAGEMENT —TRANSPORTATION /EVACUATION BRANCH	1.1 Activate, alert, and request response from EOC/MACC/IOF personnel.	1. Continue positive working relationships and proper practice of plans.	1. No corrective action needed.	Transportation/Evacuation Branch	1. Ongoing practice.
	1.2 Brief incoming personnel.	1. Maintain information sharing and/or dissemination processes, while continuing the implementation of standard drills and/or trainings.	1. No corrective action needed.		1. Ongoing practice.
	3.4 Coordinate with non-governmental agencies and/or private sector to collect/share data on incident situation.	1. Continue to operate within the procedural standards or current plans and policies, including maintaining consistent coordination with other agencies, organizations, and subject matter experts.	1. No corrective action needed.		1. Ongoing practice.
EMERGENCY OPERATIONS CENTER MANAGEMENT —MILITARY SUPPORT BRANCH	1.1 Activate, alert, and request response from EOC/MACC/IOF personnel.	1. Maintain the operation of present policies, procedures, and plans. 2. Continue positive working relationships, while managing scheduled trainings and drills.	1. No corrective action needed. 2. No corrective action needed.	Military Support Branch	1. Ongoing practice.

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Homeland Security Exercise and Evaluation Program (HSEEP)

**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
	1.2 Brief incoming personnel.	1. Retain procedures and practices of continuous and constant communication and information sharing. 2. Maintain the practice of routine trainings.	1. No corrective action needed. 2. No corrective action needed.		1. Ongoing practice. 2. Ongoing practices.
	2.1 Establish organization/operation of EOC/MACC/IOF.	1. Continue present operating procedures in regards to determining how agency can respond with assistance.	2. No corrective action needed.		1. Ongoing practice.
	4.1 Identify and elevate needs/issues up the chain of command as needed, while tracking status.	1. Maintain operation of current plans, policies, and procedures, including conducting routine trainings.	1. No corrective action needed.		1. Ongoing practice.
	5.1 Facilitate resolution to legal, policy, political, social, and economic sensitivities of the affected jurisdiction as they impact response and recovery operations.	1. Continue positive working relationships, including consistent and effective practice of State and agency coordination.	1. No corrective action needed.		1. Ongoing practice.
	7.2 Support incident response operations by providing resources ordered by the Incident Management Team (IMT) through the EOC/MACC/IOF/JFO/ICP.	1. Retain present operational procedures.	1. No corrective action needed.		1. Ongoing practice.
	7.3 Coordinate resource logistics and distribution.	1. Maintain the operation of present policies, procedures, and plans of resource logistics, coordination and distribution.	1. No corrective action needed.		1. Ongoing practice.

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Homeland Security Exercise and Evaluation Program (HSEEP)

**After-Action Report/Improvement Plan
(AAR/IP)**

**State of Louisiana
2011 New Madrid Exercise Series TTX**

Capability	Observation Title	Recommendation	Corrective Action Description	Responsible Agency/POC	Completion Date
	8.1 Facilitate demobilization plans and procedures for preparation of after-action reports (AARs).	1. Continue the use of effective demobilization procedures.	1. No corrective action needed.		1. Ongoing practice.
EMERGENCY OPERATIONS CENTER MANAGEMENT —HUMAN SERVICES BRANCH	1.1 Activate, alert, and request from EOC/MACC/IOF personnel.	1. Continue positive working relationships, while maintaining current policies and practices.	No corrective action needed.	Human Services Branch	1. Ongoing practice.
	1.2 Brief incoming personnel.	1. Continue over and/or constant information sharing, in addition to maintaining productive practice and standard trainings.	1. No corrective action needed.		1. Ongoing practice.
	2.1 Establish organization/operation of EOC/MACC/IOF	1. Retain effective implementation of plans and procedures to respond and assist during a disaster. 2. Maintain positive and productive coordination internally and externally to meet operational goals and objectives.	1. No corrective action needed.		1. Ongoing practice
	3.4 Coordinate with non-governmental agencies and/or private sector to collect/share data on incident situation.	1. Continue to work proactively as a team, while guaranteeing proper execution of respective agency and/or organization plans, policies, and procedures.	1. No corrective action needed.		1. Ongoing practice

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APPENDIX B: PARTICIPANT FEEDBACK SUMMARY

Note: These items were taken from the evaluation forms returned after the exercise.

Part I – Recommendations and Corrective Action

Question 1: Based on discussions today and the tasks identified, list the top three strengths and/or areas that need improvement.

Governor’s Office of Homeland Security and Emergency Preparedness:

- States are working together to ensure plans are in agreement with other States and information is being shared.
- Region 6 States are working to share gaps and resource lists.
- The number of ESFs, agencies, and organizations involved is a great benefit.
- Need to work on WebEOC process for EMAC going out.
- Exercise felt rushed and specific areas needed more time for addressing issues and concerns.
- Organization of exercise could have been better planned.
- Discuss the influence of social media on response; assessment of media information.
- Has Arkansas Emergency Manager on site to resolve issues.
- Understanding that an EMAC request is different than a county/parish request.
- Exercise was very nicely arranged.
- Only recommendation is to add more scenarios with each module.
- Procedures established to insure no self deployments.
- Communications between Operations and EMAC. (X2)
- EMAC and IERSP should work closely in coordination. (X2)
- Strong knowledge of process, cooperation, and participation per Branch.
- Need to identify E-hour vs. H-hour.
- Completion of New Madrid Plan.
- Identify EMAC needs.
- Identify available resources of ESFs.
- Identifying parish assets as a deployable resource to other States.

Emergency Services Branch:

- Good, strong working history and understanding of partners of Louisiana Department of Environmental Quality and Wildlife and Fisheries.
- Strength among all agencies within Emergency Services Branch displayed a willingness to support each other and GOHSEP in common goals.
- Need for improvement with some EMAC REQ noted “things” instead of capabilities, but I think this was intended in drill design.
- Audio visual needs improvement – could not see screen.
- Talk about pre-staging EMAC requests.
- Strong communication between Branches to clarify issues.
- Most participants do not have pre-scripted plans for out of State activation.
- Audio visual.
- These types of exercise are great.
- How do the “low” support agencies to work with the primary and “higher” support agencies, are we needed?
- Better timeline.
- More time needed for actual exercise to include more operational piece with impacted States.
- Identified gaps within our procedures.
- Identified the need to have EMAC process through WebEOC.
- Good, strong feedback and questions.
- Very strong knowledgeable participants.
- Strong communications, goals, and support.
- EMAC communications, goals, and support need improvement.
- Strong knowledge and organization of units.
- Specific instructions for support agencies need improvement.

Infrastructure Branch:

- More emphasis on Louisiana problems needed.
- More clarity on disaster declaration necessities.
- Good chance to communicate with Branch.

- Been there, done that.
- Understand agencies' capabilities.
- Improvement – need to know other States' gaps so we can plan.
- We all understand our agencies capabilities.
- We all have experiences that are valuable.
- We need to communicate potential needs of Arkansas and Mississippi beforehand.
- Strong communications, response capabilities, and knowledge of roles, responsibilities, and resources in all ESFs.
- EMAC authority with our contractors.
- Costs, payment to our agency for EMAC TSPs.
- Tracking, demobilization of EMAC resources.

Transportation/Evacuation Branch:

- Develop a matrix on when we can deploy.
- Develop an all inclusive list of sustainable assets and costs.
- Develop algorithms on request flow.
- No intent for exercise (need improvement).
- Weak mission requests.

Military Support Branch:

- Strong day one information briefs, TTX format, and pre-coordination of LANG with other States.
- Kept on track and on time.
- Some people would talk over each other.
- The VNN broadcast was a very good tool.

Human Services Branch:

- Need clear guidance on reimbursements.
- It was great to have the Arkansas representatives here. She was very helpful and knowledgeable.
- EMAC process as a supporting State (reimbursement).
- Declaration for State as support.

- There were no “correct” answers or procedures communicated. What should happen vs. what we think should happen. Otherwise, great exercise.
- Develop greater understanding of reimbursement process.
- Strong quality personnel who can deploy abroad.
- Weakness in mass populace understanding how EMAC works, and Branches are tied to Louisiana Plan. What is requested in EMAC is yes or no, rather than we decide.
- Strong knowledge of plans/resources.
- Deficiency and/or need clear protocols for funds and/or reimbursements.
- Strong interagency collaboration.
- Human Services Branch functions well as a whole.
- Branch understands its function.
- Exercise identified many unanswered questions.
- Cataloging and packaging assets/resources along with cost estimates needs improvement.
- Reimbursement (how and when this will occur?).
- Deployment of assets and equipment protocols/procedures needs improvement.
- Staffing to send along with assets – how will this be filled?
- Requests should be for a specific task, not specific assets.
- Timely information flow through EMAC, then GOHSEP.
- A way to not strip Louisiana of all of its assets in case of local disaster.
- We spent the drill on the “before” and “after” not on the “during.”
- We need to make guidelines for discussions a little lighter in order to get the full benefit of the exercise.

Question 2: Identify the action steps that should be taken to address the issues identified above. For each action step, indicate if it is a high, medium, or low priority.

Governor’s Office of Homeland Security and Emergency Preparedness:

- Discuss and create a process for EMAC going out. (Medium)
- Plan longer timeframe for exercise. (High)
- Bring in more ESF participants in the exercise planning process. (High)
- Module 1, 2, and 3 is different stages of one scenario; give different scenarios and get input on how each Branch would respond. (Medium,)

- Review EMAC activation procedures. (Medium)
- More EMAC training needed with agencies. (Medium)
- Develop mission ready packages. (Medium)
- Identify E-hour vs. H-hour. (High)
- EMAC policies and procedures. (Medium)
- Communication between States. (Medium)
- Training. (Medium)
- Communications and policies and procedures training. (High/Medium)
- Creating a SOP for the State to request resources from a parish. (Medium)
- Guidance on procedure for support. (High)
- Workshop to retest our E-hour timeline. (Low)
- WebEOC Administrator design; WebEOC EMAC connection and test/exercise connection. (Medium)
- Set up pre-scripted missions in WebEOC in files library. (Medium)
- Louisiana needs to complete the FEMA State Agreement. (High)

Emergency Services Branch:

- Corrective action is not applicable and Coast Guard shall always value exercise activity/participation.
- Affected States should meet and discuss potential needs in advance of emergency.
- Have participants keep out of State activation in mind when planning or preparing.
- Screen difficult to read. (Low)
- Are we needed? (Low)
- Create and E-hour timeline that is feasible. (Medium)
- Work on creating internal policies/procedures for EMAC. (High)
- Create link for EMAC to work through WebEOC. (High)
- 1.5 days in “actual” exercise to encompass long term need for support and our response. (Low)

Infrastructure Branch:

- Consider possible impacts within the State as well as EMACs. (Medium)

- Research breakdown of declaration needs. (Low)
- Set up planning meetings with the potentially affected areas to go over possible needs. (Medium)
- Review contract; set OOS guidelines. (Medium)
- Review costs, EMAC guidelines for technical specifications. (Medium)
- Check with ESF-4 (Fire) on their MOUs and tracking/demobilization mechanisms for use with ESF 11. (Medium)

Transportation/Evacuation Branch:

- Planning and communications. (Medium)
- GOHSEP job for intent. (High)
- Life saving mission request were needed. (Medium)

Military Support Branch:

- Maybe establish rules beforehand. (Low)

Human Services Branch:

- Con/Ops – SOP (EMAC) for support to another State. (Low)
- Have the “correct” answers identified and have a general overview session at the end with a recap. (Low)
- EMAC training/cross training with Ops. (High)
- More training on EMAC with test. (High)
- Better understanding/awareness of other States’ process. (Medium)
- Guidance on procedures should be made clear prior to an event. (High)
- EMAC/GOHSEP does not forward requests for specific assets but asks the requesting State to restate the request. (High)
- Maybe a little more specific in the instruction section to each module, or identify facilitators in advance train them and make sure they are the designated lead – not give it to any old table person. (Low)

Question 3: Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?

Governor’s Office of Homeland Security and Emergency Preparedness:

- Preparedness Exercises – Branches.

- Review and update policies regarding assisting other States – EMAC Ops/EMAC Management
- Process to insure safety of first responders.
- Update process for WebEOC for EMAC requests.
- Planning should inform rest of us – share the plan, including communications.
- Training on EMAC – how it functions.
- More training and tabletop exercises to discuss actions to improve in any areas needed.
- Collaborative effort between Ops, Planning, and Regional Support.
- E-Hour timeline – Ops Lead all section participants. (Ops Section)
- WebEOC – EMAC link. (WebEOC and EMAC Administration)
- Sharing of pre-scripted EMAC missions. (Ops Section Lead and all participating agencies)
- Signature of FEMA Host State Agreement. (Amy Dawson and/or Justin Breeding)

Emergency Services Branch:

- GOHSEP.
- Not applicable.

Infrastructure Branch:

- For all ESF-11 coordinator and PSC.

Transportation/Evacuation Branch:

- GOHSEP Lead.

Military Support Branch:

- None

Human Services Branch:

- Greater understanding of BEOC SOP. (Bruce)
- Awareness Training. (Preparedness Deputy Director)
- Planners for this event.

Question 4: List the policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

Governor's Office of Homeland Security and Emergency Preparedness:

- EMAC review. (High)
- EMAC request through WebEOC. (High)
- Task force teams – who, when, where? (High)
- EMAC agreements – better understanding. (High)
- WebEOC EMAC request – Procedures. (High)
- Understand difference between State resources and State contractual resources. (Medium)
- EMAC operations. (High)
- Operations plans, to include EMAC. (High)
- WebEOC tracking for outgoing resources. (High)
- Entire plan should be reviewed after this exercise improvements have been made to be sure steps are listed. (High)
- EMAC policies!!! (High)
- ISERP procedures!!! (High)
- Communication among the Branches. (High)
- EMAC policies and procedures. (High)
- Training. (High)
- Finish New Madrid Plan. (High)
- State EOC SOP. (Medium)
- State OEP. (Low)
- Suppl 6. (Low)
- Earthquake Plan. (High)
- Work with Region 6 States on an ESF #6 level to determine what resources each State has. (High)

Emergency Services Branch:

- Not applicable at this time; Coast Guard often engages with ESF-9 and ESF-10 partners every other day.

- EOP and Suppl 6 – hasn't been updated since 2009 – H. (High)
- Agency SOP – needs updating – H. (High)
- Forward deployed task force team – developed. (High)
- Policy on accepting verbal EMAC request. (High)
- Procedures for EMAC request through WebEOC. (High)
- Procedures for EOC activation when supporting out of State support. (High)

Infrastructure Branch:

- Infrastructure knows what assets are available to them fairly well; simply need to refresh training now and again. (Medium)
- Agencies with contract agreements for resources need to identify if these assets are EMAC able to other States. (High)
- Fuel SOPs need to be reviewed. (Medium)
- EMAC SOPs need to be developed. (Medium)

Transportation/Evacuation Branch:

- Develop our plan (support). (High)

Military Support Branch:

- None. Already done.

Human Services Branch:

- Host State sheltering plan is not two way currently. (Medium)
- Mississippi, Alabama, Arkansas, Tennessee, and Texas Plan. (Medium)
- Asset deployment and reimbursement plan. (Medium)
- Unified shelter plan – annex for EMAC procedures. (Medium)

Part II – Assessment of Exercise Design and Conduct

Question 1: Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Governor's Office of Homeland Security and Emergency Preparedness:

- The exercise was well structured and organized.
1 (1) 2 (1) 3 (4) 4 (6) 5 (4)
- The exercise scenario was plausible and realistic.
1 (1) 2 (2) 3 (4) 4 (6) 5 (5)
- The multimedia presentation helped the participants understand and become engaged in the scenario.
1 (1) 2 (2) 3 (3) 4 (5) 5 (5)
- The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics.
1 (1) 2 (1) 3 (3) 4 (7) 5 (6)
- The situation manual used during the exercise was a valuable tool throughout the exercise.
1 (1) 2 (2) 3 (4) 4 (3) 5 (6)
- Participation in the exercise was appropriate for someone in my position.
1 (1) 2 (2) 3 (2) 4 (3) 5 (7)
- The participants included the right people in terms of level and mix of disciplines.
1 (1) 2 (2) 3 (1) 4 (5) 5 (6)

Emergency Services Branch:

- The exercise was well structured and organized.
1 (1) 2 (0) 3 (2) 4 (5) 5 (3)
- The exercise scenario was plausible and realistic.
1 (1) 2 (0) 3 (1) 4 (6) 5 (3)
- The multimedia presentation helped the participants understand and become engaged in the scenario.
1 (1) 2 (0) 3 (2) 4 (6) 5 (1)

- The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics.

1 (1) 2 (0) 3 (1) 4 (5) 5 (4)

- The situation manual used during the exercise was a valuable tool throughout the exercise.

1 (1) 2 (0) 3 (3) 4 (4) 5 (3)

- Participation in the exercise was appropriate for someone in my position.

1 (1) 2 (2) 3 (4) 4 (0) 5 (4)

- The participants included the right people in terms of level and mix of disciplines.

1 (1) 2 (0) 3 (3) 4 (3) 5 (4)

Infrastructure Branch:

- The exercise was well structured and organized.

1 (0) 2 (0) 3 (2) 4 (3) 5 (0)

- The exercise scenario was plausible and realistic.

1 (0) 2 (0) 3 (1) 4 (2) 5 (2)

- The multimedia presentation helped the participants understand and become engaged in the scenario.

1 (0) 2 (0) 3 (0) 4 (3) 5 (2)

- The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics.

1 (0) 2 (0) 3 (1) 4 (2) 5 (2)

- The situation manual used during the exercise was a valuable tool throughout the exercise.

1 (0) 2 (0) 3 (3) 4 (1) 5 (1)

- Participation in the exercise was appropriate for someone in my position.

1 (0) 2 (0) 3 (0) 4 (2) 5 (3)

- The participants included the right people in terms of level and mix of disciplines.

1 (0) 2 (0) 3 (0) 4 (3) 5 (2)

Transportation/Evacuation Branch:

- The exercise was well structured and organized.
1 (0) 2 (0) 3 (0) 4 (1) 5 (1)
- The exercise scenario was plausible and realistic.
1 (0) 2 (0) 3 (1) 4 (0) 5 (1)
- The multimedia presentation helped the participants understand and become engaged in the scenario.
1 (0) 2 (0) 3 (0) 4 (1) 5 (1)
- The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics.
1 (0) 2 (0) 3 (0) 4 (2) 5 (0)
- The situation manual used during the exercise was a valuable tool throughout the exercise.
1 (0) 2 (0) 3 (1) 4 (1) 5 (0)
- Participation in the exercise was appropriate for someone in my position.
1 (0) 2 (0) 3 (0) 4 (0) 5 (2)
- The participants included the right people in terms of level and mix of disciplines.
1 (0) 2 (0) 3 (0) 4 (1) 5 (1)

Military Support Branch:

- The exercise was well structured and organized.
1 (0) 2 (0) 3 (0) 4 (1) 5 (1)
- The exercise scenario was plausible and realistic.
1 (0) 2 (0) 3 (0) 4 (0) 5 (2)
- The multimedia presentation helped the participants understand and become engaged in the scenario.
1 (0) 2 (0) 3 (0) 4 (0) 5 (2)
- The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics.
1 (0) 2 (0) 3 (0) 4 (0) 5 (2)

- The situation manual used during the exercise was a valuable tool throughout the exercise.
1 (0) 2 (0) 3 (0) 4 (2) 5 (0)
- Participation in the exercise was appropriate for someone in my position.
1 (0) 2 (0) 3 (0) 4 (1) 5 (1)
- The participants included the right people in terms of level and mix of disciplines.
1 (0) 2 (0) 3 (0) 4 (0) 5 (2)

Human Services Branch:

- The exercise was well structured and organized.
1 (0) 2 (1) 3 (1) 4 (5) 5 (3)
- The exercise scenario was plausible and realistic.
1 (0) 2 (1) 3 (1) 4 (4) 5 (4)
- The multimedia presentation helped the participants understand and become engaged in the scenario.
1 (0) 2 (0) 3 (2) 4 (4) 5 (4)
- The facilitators were knowledgeable about the material, kept the exercise on target, and were sensitive to group dynamics.
1 (1) 2 (1) 3 (1) 4 (4) 5 (3)
- The situation manual used during the exercise was a valuable tool throughout the exercise.
1 (1) 2 (1) 3 (3) 4 (3) 5 (2)
- Participation in the exercise was appropriate for someone in my position.
1 (0) 2 (0) 3 (1) 4 (2) 5 (7)
- The participants included the right people in terms of level and mix of disciplines.
1 (0) 2 (0) 3 (0) 4 (3) 5 (7)

Part III – Participant Feedback

Question 1: What changes would you make to this exercise? Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.

Governor’s Office of Homeland Security and Emergency Preparedness:

- I thought all was good. It might be good to stress EMAC more because of the significant role it has. The upcoming EMAC training will probably address everything else that I have questions about at this time. This was very informative.
- Perhaps review more about how agencies that have professional organizations that are made up (membership) members from each State can coordinate through EMAC. Example: the Commissioner of Insurance belongs to a professional organization and the State help each other out on insurance issues when there is a disaster. Rather than self deploy, more information is needed about EMAC and reimbursement opportunities.
- It was great! Very good participation from all players.
- Using more of the forms or computer based processes and including reimbursement documents.
- Good job! Thanks.
- The exercise was very knowledgeable.
- We really did not address the questions listed within each module.
- I would have more staff from other Region 6 States to help understand potential needs.

Emergency Services Branch:

- None for this exercise, but it would be nice for future exercises to have hands-on activity with WebEOC.
- I wouldn’t change a thing. This gives us a chance to get together and discuss issues. We work very well together anyway.
- Thanks for the invite.
- Incorporate an “actual” operational participation by States affected.
- None.
- Once specific procedures are developed, discuss the expected response for agencies who normally support the front-line agencies.

Infrastructure Branch:

- Still think more emphasis needs to be placed on possible Louisiana problems in addition to EMACs.
- Great exercise! This should become an annual training exercise (at a minimum).
- Room was too noisy and busy. Our two tables were widely separated and prevented hearing or interacting with other participants at the table.

Transportation/Evacuation Branch:

- Well run exercise; Louisiana is not ready for this type of exercise; plan/concept needs to be developed first; we're not there yet.

Military Support Branch:

- No changes – Good job!!!

Human Services Branch:

- Good exercise.
- Needed more details on damage assessment because that informs Ops (casualties? power outages?).
- Questions and scenario were too broad for this audience who enjoys running through cracks to get out of doing the exercise. Should be more pointed in what is going on in the affected areas and what needs are from us.
- Contractor really demonstrated that they did not understand our Ops...maybe they should read our plans or understand our Ops prior to attempting to facilitate. Participants had no idea what type of exercise this was in advance. There are no plans to support that I'm aware of! How do you exercise a plan that does not exist? Branch Manager – great.
- SAT phones do not work indoors.
- Lots of wasted paper and color copies, not very green.
- See previous pages – only suggestion. Thanks. This was useful!

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APPENDIX C: EXERCISE EVENTS SUMMARY TABLE

Date	Exercise Time	Module	Agency Action/Response
Governor's Office of Homeland Security and Emergency Preparedness			
7/15/11	9:00 AM	Module 1: Notification	The executive staff receives notification of the incident.
7/15/11	9:00 AM	Module 1: Notification	An auto-launch is initiated for the ETF to respond to Arkansas.
7/15/11	9:00 AM	Module 1: Notification	A level 3 activation of the CAT is called,
7/15/11	9:00 AM	Module 1: Notification	The event is documented on WebEOC.
7/15/11	9:00 AM	Module 1: Notification	Support services receive contact regarding the funding code.
7/15/11	9:00 AM	Module 1: Notification	SitReps are being disseminated.
7/15/11	9:00 AM	Module 1: Notification	The Planning Division develops a timeline for the Mississippi response.
7/15/11	9:00 AM	Module 1: Notification	Louisiana responds to Mississippi, then Arkansas to assist.
7/15/11	9:00 AM	Module 1: Notification	ULE is placed on standby.
Emergency Services Branch			
7/15/11	9:00 AM	Module 1: Notification	This Branch is placed on standby.
7/15/11	9:00 AM	Module 1: Notification	Researching available personnel and/or resources to respond to upcoming requests.
7/15/11	9:00 AM	Module 1: Notification	Preparing to receive instructions for deployment.
Infrastructure Branch			
7/15/11	9:00 AM	Module 1: Notification	Working to identify resources and/or capabilities available for deployment
7/15/11	9:00 AM	Module 1: Notification	Making considerations regarding the internal and external impacts in Louisiana.
7/15/11	9:00 AM	Module 1: Notification	The ESF 2 representative is working to guarantee that agencies are communicating correctly via radio and telephone.
Transportation/Evacuation Branch			
7/15/11	9:00 AM	Module 1: Notification	This Branch is placed on standby.
7/15/11	9:00 AM	Module 1: Notification	Notifications are made through transportation districts to determine assets that are available.
Military Support Branch			
7/15/11	9:00 AM	Module 1: Notification	This Branch is placed in alert phase.
7/15/11	9:00 AM	Module 1: Notification	Determining available numbers, equipment, and personnel.
7/15/11	9:00 AM	Module 1: Notification	Military missions are pre-scripted.
7/15/11	9:00 AM	Module 1: Notification	After validating missions, resources are then in place preparing for deployment.
Human Services Branch			
7/15/11	9:00 AM	Module 1: Notification	Response actions and priorities will depend on Louisiana's status regarding power.
7/15/11	9:00 AM	Module 1: Notification	Working to identify available beds in hospitals and/or nursing homes, and surveying the Hospital Association regarding available resources.

Homeland Security Exercise and Evaluation Program (HSEEP)
 After-Action Report/Improvement Plan State of Louisiana
 (AAR/IP) 2011 New Madrid Exercise Series TTX

Date	Exercise Time	Module	Agency Action/Response
7/15/11	9:00 AM	Module 1: Notification	Preparing to estimate costs for the EMAC.
7/15/11	9:00 AM	Module 1: Notification	Waiting to receive activation notification from the EOC.
7/15/11	9:00 AM	Module 1: Notification	Preparing to receive COOP notification from DHH.
7/15/11	9:00 AM	Module 1: Notification	Contacting ESF-8 partners in Arkansas to inform them that Louisiana is ready to assist.
7/15/11	9:00 AM	Module 1: Notification	All affiliated service agencies and/or organizations are on standby identifying and preparing available personnel and/or resources to assist requesting States.
Governor's Office of Homeland Security and Emergency Preparedness			
7/15/11	10:00 a.m.	Module 2: Resource Requests	FEMA teams are working to acquire situational awareness and preparing to deploy personnel into the field.
7/15/11	10:00 a.m.	Module 2: Resource Requests	The EMAC is fully activated.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Resource requests are being submitted to EMAC via the emergency operations center, and are then sent to GOHSEP Operations (Ops).
7/15/11	10:00 a.m.	Module 2: Resource Requests	EMAC reviews all resource requests to ensure pertinent information is available for Ops determination in responding to the requests
7/15/11	10:00 a.m.	Module 2: Resource Requests	Ops reviews the requests to determine available resources and efficient deployment before submitting the requests to the appropriate Branches.
7/15/11	10:00 a.m.	Module 2: Resource Requests	CAT is being determined in relation to individual Branch needs.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Funding matters are being evaluated and estimated regarding EOC personnel needs for EMAC.
7/15/11	10:00 a.m.	Module 2: Resource Requests	ESF leads for the EOC are being decided according to resource requests.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Considering the possibility of requesting backfill needs from the parish through EMAC for EOC personnel needs.
7/15/11	10:00 a.m.	Module 2: Resource Requests	ULE and EMAC are coordinating specific details on the requested needs of the impacted States.
Emergency Services Branch			
7/15/11	10:00 a.m.	Module 2: Resource Requests	This Branch is prepared for deployment.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Specific agencies have mission ready capabilities available.
Infrastructure Branch			
7/15/11	10:00 a.m.	Module 2: Resource Requests	The FEMA National Radio System is available and ready to act as the primary means of communications between the requesting and assisting States.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Preparing radio communications details.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Establishing additional plans for the potential case of major communications loss.

Homeland Security Exercise and Evaluation Program (HSEEP)
 After-Action Report/Improvement Plan State of Louisiana
 (AAR/IP) 2011 New Madrid Exercise Series TTX

Date	Exercise Time	Module	Agency Action/Response
7/15/11	10:00 a.m.	Module 2: Resource Requests	Reviewing cost estimates for requested resources.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Preparing to discuss and/or coordinate with U.S. Army Corps of Engineers, DOTD, State contractors and subject matter experts as needed regarding resource requests from Arkansas and Mississippi.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Setting communications plan in place to provide the necessary operators and equipment to establish and/or re-establish communications.
Transportation/Evacuation Branch			
7/15/11	10:00 a.m.	Module 2: Resource Requests	This Branch focuses on assets for transport as opposed to resources.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Preparing to contact and coordinate with subject matter experts and/or LNO teams.
Military Support Branch			
7/15/11	10:00 a.m.	Module 2: Resource Requests	Pre-scripted missions (i.e. aviation) are in place.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Coordinating with States with mission agreements to determine their needs.
			As requests from troops are received, deployment matters will be discussed and decided.
			The 62 nd CST is preparing for HazMat requests, which is Federally funded with no costs to the States.
Human Services Branch			
7/15/11	10:00 a.m.	Module 2: Resource Requests	Preparing to verify, verify, and confirm all aspects of resources/personnel requested to meet the needs of the impacted States.
7/15/11	10:00 a.m.	Module 2: Resource Requests	The local ARC is contacting and coordinating with the affected States' local ARC agencies to address each States requests.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Shelter systems are ensuring that facilities are prepared for the potential of Louisiana being a host State.
7/15/11	10:00 a.m.	Module 2: Resource Requests	DCFS and VOAD are ready to send a support teams to assist if and/or when needed.
7/15/11	10:00 a.m.	Module 2: Resource Requests	Medical teams are in place and ready to deploy when requested.
7/15/11	10:00 a.m.	Module 2: Resource Requests	EMAC cost estimates are being discussed and prepared for submission.
Governor's Office of Homeland Security and Emergency Preparedness			
7/15/11	11:00 a.m.	Module 3: Deployment	FEMA teams are continuing to stage, set deployments, and execute onward integration.
7/15/11	11:00 a.m.	Module 3: Deployment	FEMA teams are preparing to provide ongoing assistance.
7/15/11	11:00 a.m.	Module 3: Deployment	GOHSEP is running two 12 hour shifts.
7/15/11	11:00 a.m.	Module 3: Deployment	SitReps and resource information is being gathered and consolidated.

Homeland Security Exercise and Evaluation Program (HSEEP)
 After-Action Report/Improvement Plan State of Louisiana
 (AAR/IP) 2011 New Madrid Exercise Series TTX

Date	Exercise Time	Module	Agency Action/Response
7/15/11	11:00 a.m.	Module 3: Deployment	An executive summary is being prepared for senior leadership.
7/15/11	11:00 a.m.	Module 3: Deployment	Louisiana financial information is being recorded via WebEOC.
7/15/11	11:00 a.m.	Module 3: Deployment	Shelter and evacuee updates are being documented.
7/15/11	11:00 a.m.	Module 3: Deployment	Incoming staff and/or personnel are receiving briefings per shift change.
7/15/11	11:00 a.m.	Module 3: Deployment	ULE is conducting checks regarding lead times, routes, destinations, and responsibility transfers.
7/15/11	11:00 a.m.	Module 3: Deployment	As resources leave Louisiana, EMAC confirms that it is covered under EMAC legislation.
Emergency Services Branch			
7/15/11	11:00 a.m.	Module 3: Deployment	Continuing to focus on deployment and/or demobilization.
7/15/11	11:00 a.m.	Module 3: Deployment	EMAC will disseminate demobilization dates to Branch Managers timely in an effort to assist in deployment planning.
7/15/11	11:00 a.m.	Module 3: Deployment	Preparing to submit all documents to EMAC (i.e. receipts, timesheets).
Infrastructure Branch			
7/15/11	11:00 a.m.	Module 3: Deployment	Continuing to support State agency communication needs.
Transportation/Evacuation Branch			
7/15/11	11:00 a.m.	Module 3: Deployment	Assets are continuing to assist and will determine demobilization once mission is complete.
Military Support Branch			
7/15/11	11:00 a.m.	Module 3: Deployment	Checking status of vehicles before soldiers deploy.
7/15/11	11:00 a.m.	Module 3: Deployment	Guaranteeing that convoy is approved.
7/15/11	11:00 a.m.	Module 3: Deployment	Establishing chain of command.
7/15/11	11:00 a.m.	Module 3: Deployment	Assets are preparing to move out to the RSOI that has been established by the requesting State.
7/15/11	11:00 a.m.	Module 3: Deployment	All credentialing and status checks are being conducted on soldiers and equipment at the RSOI.
7/15/11	11:00 a.m.	Module 3: Deployment	At demobilization, the RSOI is reversed upon return to the home State, including all necessary checks of equipment and soldiers.
Human Services Branch			
7/15/11	11:00 a.m.	Module 3: Deployment	Checking status of all equipment.
7/15/11	11:00 a.m.	Module 3: Deployment	Preparing to submit all necessary documentation to EMAC (i.e. timesheets)
7/15/11	11:00 a.m.	Module 3: Deployment	Documenting items that require replacement and checking for injuries sustained during the mission.
7/15/11	11:00 a.m.	Module 3: Deployment	Implementing evaluations to determine if staff and/or personnel require leave time or crisis counseling.
7/15/11	11:00 a.m.	Module 3: Deployment	Preparing for the event of possible power outage in Louisiana, alerting nursing homes, hospitals, and shelters regarding proper planning to respond.

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APPENDIX D: TERMINOLOGY AND ACRONYMS

Acronym	Meaning
AAR	After-Action Report
ARC	American Red Cross

CAT	Crisis Action Team
COOP	Continuity of Operations
CST	Civil Support Team
CTN	Critical Transportation Needs
CUSEC	Central United States Earthquake Consortium
CUSI	Commonly Used Shelter Items

DCFS	Department of Children and Family Services
DEQ	Department of Environmental Quality
DHH	Department of Health and Hospitals
DHS	U.S. Department of Homeland Security
DNR	Department Natural Resources
DOTD	Department of Transportation and Development
DRO	Disaster Relief Operation
DSS	Department of Social Services

EEG	Exercise Evaluation Guide
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
ETF	Earthquake Task Force
ETN	Emergency Tracking Network

FAC	Family Assistance Center
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FSE	Full-Scale Exercise

GOHSEP	Governor's Office of Homeland Security
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Homeland Security Exercise and Evaluation Program (HSEEP)
 After-Action Report/Improvement Plan State of Louisiana
 (AAR/IP) 2011 New Madrid Exercise Series TTX

Acronym	Meaning
HICS	Hospital Incident Command System
IAP	Incident Action Plan
IATAC	Individual Assistance Technical Assistance Contract
ICP	Incident Command Post
ICS	Incident Command System
IMAT	Incident Management Assistance Team
IMT	Incident Management Team
IOF	Initial Operating Facility
IP	Improvement Plan
IRSP	Integrated Regional Support Program
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
LEMOG	Local Emergency Management Operations Course
LDAF	Louisiana Department of Agriculture and Forestry
LANG	Louisiana National Guard
LNO	Liaison Officer
LSP	Louisiana State Police
MAA	Mutual Aid Agreement
MACC	Multi Agency Coordination Center
MCI	Mass Casualty Incident
MCIM	Mass Casualty Incident Management
MCP	Manual Call Point
MCU	Multi Point Control Unit
MNS	Mass Notification Systems
MOU	Memorandum of Understanding
NEMA	National Emergency Management Agency
NGO	Non Governmental Organization
NIMS	National Incident Management System
NOC	National Operating Center
NRCC	National Response Coordination Center
PAR	Personnel Accountability Report

Acronym	Meaning
PIO	Public Information Officer
PPMO	Prolonged Perfusion with Membrane Oxygenation
RRCC	Regional Response Coordination Center
RSOI	Reception, Staging, Onward-Movement and Integration
SOG	Special Operations Group
SOP	Standard Operating Procedure
SNS	Strategic National Stockpile
SRT	Special Response Team
TCL	Target Capabilities List
TTX	Tabletop Exercise
UCG	Unified Command Group
ULE	Unified Logistics Element
USACE	United States Army Corps of Engineers
USAR	Urban Search and Rescue
USCG	United States Coast Guard
VOAD	Voluntary Organizations Active in Disasters
WAE	Work as Employed
WLF	Wildlife and Fisheries

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